



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

Commandant of the Marine Corps
Chief of Naval Operations

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13100

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MEMORANDUM OF UNDERSTANDING
BETWEEN
SECRETARY OF THE NAVY
AND
COMMANDANT OF THE MARINE CORPS
AND
CHIEF OF NAVAL OPERATIONS

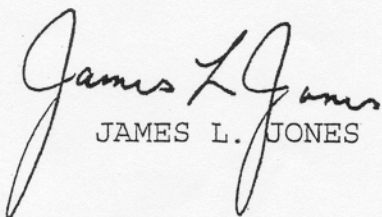
Subj: NAVY/MARINE CORPS TAC AIR INTEGRATION

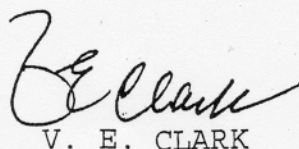
1. In an effort to achieve greater combat capability with regard to naval tactical aviation, and with a shared commitment to using the resources provided to the Department of the Navy as judiciously as possible, we the undersigned have agreed to begin the process of achieving integration of naval tactical aviation.
2. A study conducted by Whitney, Bradley and Brown during the period September 2001 to March 2002 indicates conclusively that increased combat capability and significantly better utilization of resources are achievable over a long period of time with the advent of the Joint Strike Fighter variants (CV and STOVL). We are pledged to conduct a full and impartial evaluation of both variants of the Joint Strike Fighter.
3. We recognize the challenge and the difficulty of the task ahead of us. We are pledged to change both Navy and Marine Corps "culture" in order to derive the maximum benefit possible from integration. We will integrate our aviation staffs at the flag and general officer level and below. Future programs, POM submissions, and communications with the Department of Defense, the media, and the Congress will be developed with the interests of both the Navy and the Marine Corps in mind. We will no longer develop "service positions" with regard to naval tactical aviation independently of one another. Lastly, we will commit to utilizing the Navy/Marine Corps Big 10 forum to regularly advance the concepts, ideas, and policies which will lead us to the integration we seek to achieve.

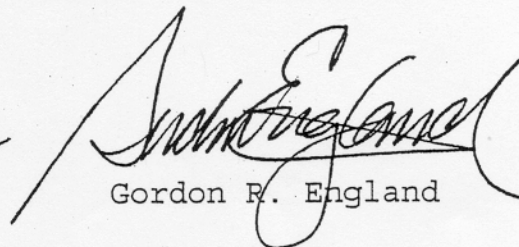
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4. It shall be one of the principal underpinnings of our efforts to achieve a naval capability for the 21st Century which celebrates the fusion of network centric warfare with expeditionary maneuver warfare. In this manner, naval forces from the sea base will provide the nation with a uniquely powerful capability to affect the positive outcome of our nation's battles at sea, in the air, and on land.

5. This document is the foundation of our effort. Others that follow are intended to capture the milestones of our progress towards our stated goals.


JAMES L. JONES


V. E. CLARK


Gordon R. England